NATIONAL MARINE FISHERIES SERVICE

Fisheries Information System

Guidelines for Project Managers FY2007

Version 2.0

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NOAA FISHERIES SERVICE

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Approvals

This document requires approval from the following Program Management Team members:

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Guidelines for Project Managers

Executive Summary

The Project Manager Guidelines and Templates document will provide the essential information and tools that are needed by the Project Manager in the fiscal year 2007.

This document includes the project plan template and status reporting tools such as status report, budget report, and final report presentation. This document is intended to support the Project Manager's efforts to report the progress of the project in a timely manner.

1 Introduction

1.1 Purpose

This document provides project management best practices to the Project Managers who are responsible for the management of the projects within the Fisheries Information System (FIS) Program. By providing the necessary tools and templates to effectively monitor and control the project processes, this guide will facilitate the timely exchange of project information between the Project managers, the PMT, and the PMO.

1.2 Meeting Program Needs

All FIS projects are to be executed in a manner that is intent upon meeting Program needs. As such, all FIS funded projects must be able to clearly demonstrate how the end result of the project will address the mission, vision, and goals and objectives of FIS.

Vision – defined as the desired end state and the capability that will result from investments over the next 5 to 10 years.

> *A comprehensive, continuously updated time series of well documented, high-quality, easily accessible information on the nation's fisheries that supports living marine resource stewardship.*

Mission – defined as the purpose of FIS.

> *NOAA's FIS Program delivers fisheries information collection, management, and dissemination solutions to improve accuracy, completeness, timeliness, and accessibility. The Program leverages Federal-State partnerships and investments to provide the information needed to help understand the effects of fishing on living marine resources, and to improve the quality of resource management decisions.*

Goals and Objectives – the FIS goals represent the vision statement, decomposed into meaningful desired results that guide the investments that will achieve the mission and achieve the vision. The FIS Program objectives represent detailed measures that indicate whether the goals are being achieved.

1. Expand and adapt data collection to meet current and future needs.
    - Improve efficiency of data collection (such as eliminate redundancy, reduce burden on industry) by leveraging technology and innovation.
    - Identify and fill major gaps in fishery-dependent data (to fulfill FMP, and other requirements).
    - Identify and track industry participants.
    - Build tools to improve data collection.
    - Identify, develop, and use validation tools and methods.
    - Meet minimum sampling needs to improve accuracy and precision.

2. Build and integrate information management systems within and across Regions.
   - Build cross-regional and national tools to improve data management and data access (such as metadata, query, and response).
   - Identify and track industry participants and performance.
   - Build complete regional repositories.
   - Reconcile and link regional systems and repositories.
   - Build access, reporting and summarization tools.
3. Establish regional and national standards (minimum guidelines) for data collection, management, confidentiality, and dissemination to ensure high quality, completeness, timeliness and accessibility.
   - Establish data quality standards, guidelines, and practices.
   - Validate and audit self-reported data.
   - Develop data documentation and a metadata repository.
   - Promote educated users of data.
   - Improve transparency for users.
   - Educate users on intended use of data and the dangers of misuse.
   - Provide what is known about data quality.
   - Establish policies and guidelines on the dissemination of data.
4. Implement and maintain effective partnerships to support collaboration among stakeholders and to leverage investments across Regions and the nation.
   - Support strategic and operational program planning and performance management.
   - Support outreach and communication to sustain partnerships, participation and required investments.
   - Listen to stakeholders and use that information for continuous fishery program improvement.

1.3 Project Management Framework

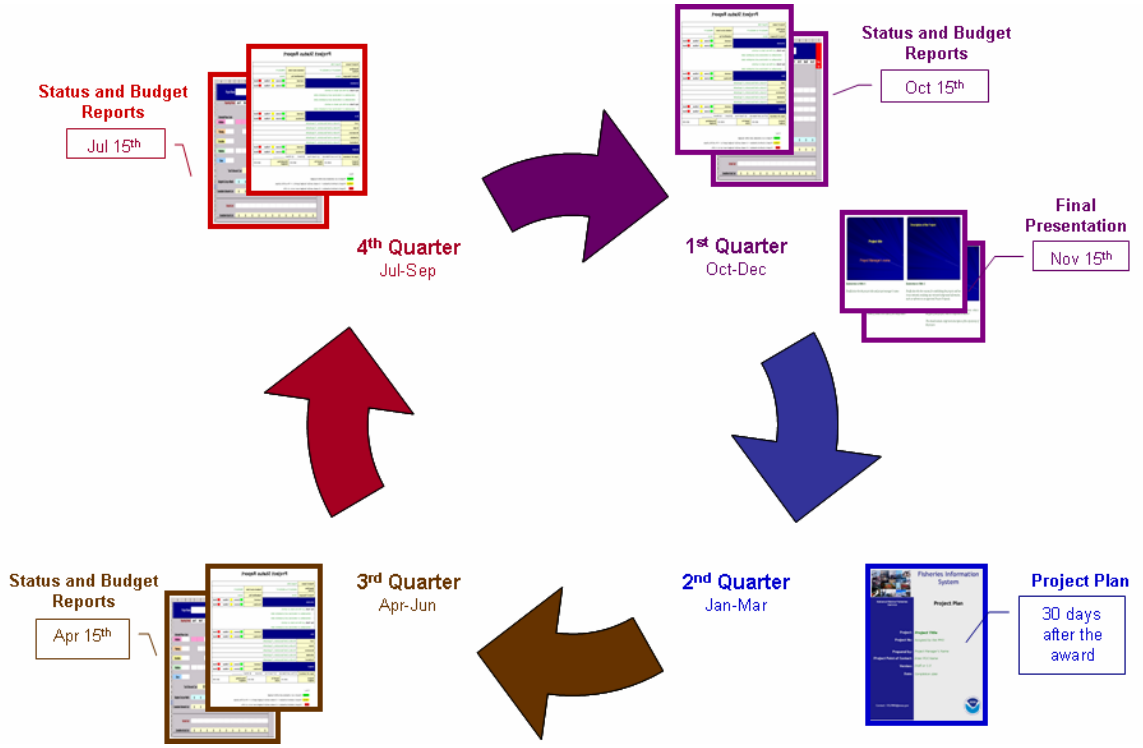
The establishment of project management best practices provides a consistent framework that can be used by Project Managers across all FIS projects. The use of the following standard templates will provide a method to easily review, evaluate, and consolidate the project information. A structured reporting processes support the Program to identify priorities and potential issues.

Templates provided in this document include:

- Project Plan
- Project Status Report
- Project Budget Report
- Final Presentation

1.4 Project Timeline

The diagram shows the deliverable timeline in fiscal year 2007. In case the due date is a Federal Government non-working day, the report is due the next day.



1.5 Instructional Information

These templates have been prepared for use by Project Managers in order to define the relevant planned activities for all projects that are funded by FIS. Within each section of the template, instructional information has been provided as an outline to explain the information that is needed for each section.

This information is designed to simply assist the Project Manager and can be modified based on the specific needs of your project. The instructional information is shown in *<green italic>* text, and should be removed prior to submission of any of the templates.

To obtain copies of the actual templates, or for additional information, please contact the Program Management Office (PMO) at FIS.PMO@noaa.gov.

2 Guidelines for Completing the Project Plan

The Project Plan is the roadmap that defines what the project is about and how the project will be managed, from its inception till its completion.

Each Project Manager is responsible for preparing a Project Plan and then submitting a copy to the PMO.

Fisheries Information System

National Marine Fisheries Service

Project Plan

Project:	***Project Title***
Project No:	*Assigned by the PMO*
Prepared by:	*Project Manager's Name*
Project Point of Contact:	*Enter POC Name*
Version:	*Draft or 1.0*
Date:	*Completion date*

Contact: FIS.PMO@noaa.gov

The **Overview** section of the Project Plan is intended to provide the reader with a summary of the project.

1 Overview

1.1 Purpose

<Briefly describe the reasons for establishing the project. How does this project directly relate to the mission, vision, goals and objectives of the FIS Program? Why is the project important?>

1.2 Scope

<Describe what the project is about and what it entails. What does the project include? What is not included?>

1.3 Assumptions and Constraints

<Assumptions made during the planning process are recorded along with any constraints including deadlines, financial and budgetary, resource availability, environmental, technology, security, legislation, etc.>

1.4 Project Closure

<Describe the activities that define the end of the project such as:

- *Transaction Activities - Will the outputs be handed over to another group, and if so, how will this transpire? Are there any training requirements to assist users to understand the outputs? Will ongoing management or support be needed? What arrangements are in place?*
- *Lessons Learned – detail the project events that were successful and those that needed improvement.>*

The **Management Approach** details how the Project Manager will perform the day-to-day management activities of the project, such as communicating issues, handling resource concerns, working with other project managers, ensuring quality, and tracking risks.

2 Management Approach

2.1 Resource Management

<Determine the list of project participants, including their roles and responsibilities, and the name of each person who will be fulfilling each role. As a minimum you will need to define the Project Sponsor and/or stakeholders, Project Manager, Project Point of Contact.

In addition you may have one or more of the following parties in your project structure: Project Team, Reference Groups, Working Groups, and Consultants. If these participants are critical to your project, please list them as well.>

Table 1: Project Members

Project Role	Name	Responsibilities
Project Sponsor		
Project Manager		
Project Point of Contact		

2.2 Communication Management

<Provide a summary of the overall key communication and management issues for the project, concentrating on what will contribute to the project's success or where a lack of communication can lead to failure. Modify the example as needed for your project.>

The following strategies have been established to promote effective communication within this project.

- The Project Manager will present project status to the project Sponsors on a monthly basis; however, *ad hoc* meetings will be established at the Project Manager's discretion as issues or changes arise.
- The Project Manager will provide written meeting minutes for all meetings relevant to the project and distribute attendees, and other participants upon request.
- The project Sponsors will be notified via e-mail of all urgent issues. Issue notification will include a description of the issue, time constraints, possible impacts, and resolutions if proposed.
- The Project Team will have weekly update/status meetings to review completed tasks and determine current work priorities. Minutes will be produced from all meetings.

2.3 Related Projects

<Identify any related projects and what their relationship is. The relationship refers to whether:

- *The related project is dependent on or interdependent with this project; or*
- *This project is dependent on the other project.*
- *The nature of a dependency can include a shared relationship with data, functionality, staff, technology and/or funding.>*

2.4 Quality Management Plan

<Describe how quality will be managed and may affect the outcome of the project:

- *Quality Assurance – the review and acceptance procedures (may include testing and validation activities)*
- *Change Management – identify how changes to the requirements will be managed*
- *Quality Control – activities performed to ensure that practices and outcomes such as data are managed to ensure the highest quality and integrity.>*

2.5 Risk Management Plan

<A risk analysis should be undertaken upon commencement of the project and regularly reviewed throughout its life cycle.

Include a summary of the major risks, mitigation strategies, estimated additional costs to deploy the strategies (these should be included in the budget) and an overall assessment as to the level of risk associated with the project. Also discuss how risks will be managed in relation to risk identification, reviews and reporting. Refer to Appendix C for the Risk Matrix template.>

Risk Matrix

Risk No.	Description	Category Cost Management Resources Schedule Technical	Date Opened	Impact High Med Low	Probability 1 - Certain 2 - Very Likely 3 - Likely 4 - May Occur 5 - Unlikely	Mitigation Strategy or Contingency Plan	Date Closed
1	*Description of the risk*		*MM/DD/YY*				*MM/DD/YY*
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							

The **Project Estimates** section provides approximations including the estimated time frames to complete each phase, the schedule and duration of activities, the expected number and type of deliverables, and anticipated costs.

The names provided in the 'Project Phase" column of the *Work Breakdown Structure* may be modified to suit the specific project.

3 Project Estimates

3.1 Work Breakdown Structure

<The Work Breakdown Structure (WBS) is simply an organized presentation of the work that is required to complete the project. This may contain a list of the deliverables as well as high level tasks, and may be defined in terms of the project phases. Update the table below as needed for your project to include additional phases and/or revising the list below.>

Table 2: Work Breakdown Structure, by Phase

Project Phase	Major Tasks and Activities
Phase 1: Initiation	Review of proposed project concepts and alternatives to achieve a realistic goal, in-terms of funding, time and end result
Phase 2: Planning and Analysis	Determining the requirements of the project
Phase 3: Execution and Oversight	Executing the elements of the project plan
Phase 4: Validation and Implementation	Ensuring the product(s) meet the specified needs by reviews, testing, quality checks, etc., then implementing the product/service
Phase 5: Close	Completing all final activities and deliverables including preparing Lessons Learned, conducting project team review, submitting ending project status report and budget information.

In order to complete the *Project Schedule and Milestones*, you may use the table below, a spreadsheet, or a Gantt chart to show the task and activity information.

3.2 Schedule and Milestones

<List the project output or deliverables. These may be new or modified products, services, documents, or management practices that need to be implemented to meet each identified outcome.>

List the milestones and major activities for the project. Milestones are indicated by a blank scheduled start date, these are the dates identified during the initial planning stage used to monitor progress of the project. Activities in the predecessor column must be completed prior to the activity commencing.

For this task, you may use Microsoft Project, if this software is available.>

Table 3: Project Schedule – Major Tasks and Milestones

ID	Activity Description	Planned Start	Planned Finish	Predecessor
1	**Task 1**	MM/DD/YY	MM/DD/YY	
2	Activity 1.1			
3	Activity 1.2			
4	**Task 2**			
5	Activity 2.1			
6	Activity 2.2			
7	Deliverable			

The *Cost Estimates* are a breakdown of the products or services that are required in order to complete the project. The items listed in the "Project Need" column are provided as examples and should be modified to suit the specific needs of the project.

3.3 Cost Estimates

<Summarize the project's budget and expected overall budget projections.

Provide detailed list of resourcing requirements, for example human resources, IT equipment, information requirements, special equipment, etc. Use the following table to calculate the project cost estimates. Please note that the items listed in the Project Needs column are provided as examples only. Modify the list as suits the specific needs of the project.>

Instructions: To calculate costs, place the totals for each category in the Total column on the right. To update the grand Total, click the last cell in the Total column. When the tab turns gray, right click and select the "Update Field" option.)

Table 5: Cost Estimates

Project Need	Description	Estimated Cost, per item	Date Needed	Total
Hardware				
Software				
License Fees				
Service Contract or Maintenance Fees				
Testing Equipment or Facilities				
*** Additional Project Staff**				
Consultants				
Training				
Project-specific Travel				
Administrative Support Fees				
Other				
			Grand TOTAL	$ 0.00

*** Additional Project Staff**

Name	Role	Labor Estimate (in hours)	Organization

The **Project Tracking** section defines the status and budget elements for the project – each having a separate reporting template. These tracking documents should be completed on a regular basis and submitted to the PMO.

(Note: Refer to Chapters 3 and 4 for specific instructions on completing the templates.)

4 Project Tracking

4.1 Status Reporting

<Project status reports for the Project should be provided on a monthly basis to the project sponsor and stakeholders. A copy should be forwarded to the PMO. Status Reports may be completed more frequently, but must be completed at least once a month for all projects. Contact the PMO for an electronic copy of the template.>

4.2 Expenditures

<The funds spent on the project should be tracked across all levels of expenditures. For all categories, the costs and expenses should be recorded. The total should be provided on the Status Report for each month.

In addition, the PMO has prepared as a spreadsheet to assist Project Managers with tracking costs across a project for a specific period of time. This spreadsheet must be submitted at the close of your project, and may be requested for review if funding issues should arise. Contact the PMO to obtain an electronic copy of the FIS Monthly Budget Report spreadsheet.>

3 Guidelines for Completing the Project Status Report

The **Project Status Report** template supports Project Managers' efforts to monitor and control the project. Key items include project schedule, managing risks, and tracking the amount of project funds spent.

The budget information may be tracked with the Project Budget Report (see Chapter 4.)

Project Status Report

Project Name	*Project title*				
Reporting Period	*MM/DD/YY to MM/DD/YY*	**Submission Date**	MM/DD/YY		
Project Manager	*Name*	**Submitted by**	*Name*		
Schedule		**Current**	Green	Yellow	Red
		Previous	Green	Yellow	Red
Key Task: *List the key tasks or activity*					
▪ *Deliverables or milestones and completion date*					
▪ *Deliverables or milestones and completion date*					
Key Task: *List the key tasks or activity*					
▪ *Deliverables or milestones and completion date*					
Risk		**Current**	Green	Yellow	Red
		Previous	Green	Yellow	Red
Cost	*Provide a brief description, if applicable*				
Scope	*Provide a brief description, if applicable*				
Resources	*Provide a brief description, if applicable*				
Schedule	*Provide a brief description, if applicable*				
Technical	*Provide a brief description, if applicable*				
Budget		**Current**	Green	Yellow	Red
		Previous	Green	Yellow	Red
Type of Contract	☐ Time and Materials ☐ Fixed Price ☐ Grant ☐ Others: ___________				
Project Budget	$00.00	**Spent to Date**	$00.00	**Remaining Budget**	$00.00

Key:

Green Project is on schedule and within budget

Yellow Project is behind schedule > 3 weeks and/or budget spent is > 5% at this phase

Red Project is behind schedule > 6 weeks and/or budget over run is ≥ 10%

4 Guidelines for Completing the Project Budget Report

The **Project Budget Report** is a spreadsheet that provides Project Managers with an uncomplicated method to track project expenses.

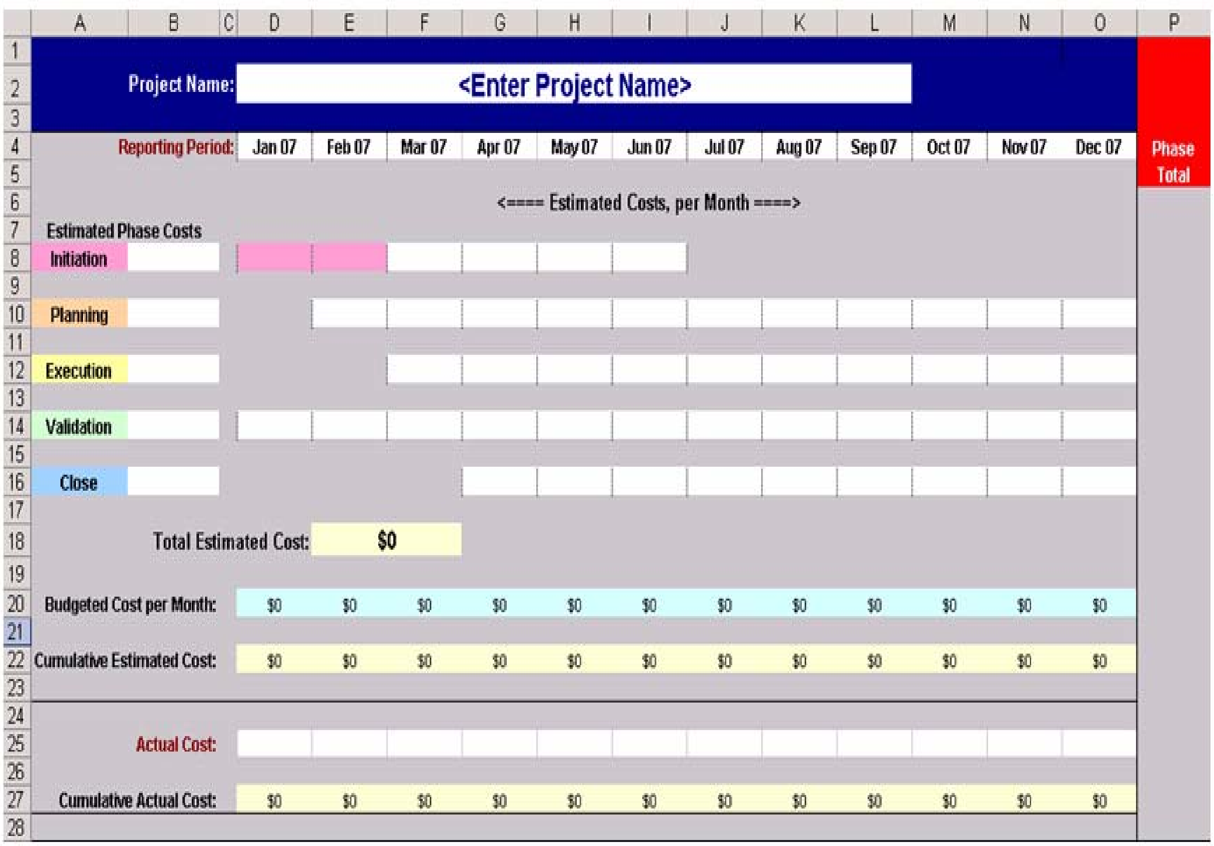
The key steps in completing the **Project Budget Report** are outlined as follows:

1. In the section, Estimated Phase Costs:
    a. Modify the names of the phases as suits the specific needs of the project.
    b. Enter the estimated costs, per each phase. (These combined amounts will automatically appear in the "Total Estimated Costs").

2. As the project progresses, enter the amount spent to execute the activities of the project for each month, according to each phase.

3. The spreadsheet formulas will automatically calculate all amounts for you.

4. Submit the project budget information with each Project Status Report.



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1																
2	Project Name:			<Enter Project Name>												
3																
4	Reporting Period:			Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Phase Total
5																
6				<==== Estimated Costs, per Month ====>												
7	Estimated Phase Costs															
8	Initiation															
9																
10	Planning															
11																
12	Execution															
13																
14	Validation															
15																
16	Close															
17																
18	Total Estimated Cost:				$0											
19																
20	Budgeted Cost per Month:			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
21																
22	Cumulative Estimated Cost:			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
23																
24																
25	Actual Cost:															
26																
27	Cumulative Actual Cost:			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
28																

5 Guidelines for Completing the Final Presentation

The *Final Presentation* is a template that outlined the overall project and its accomplishments. Also, it provides an overview of the next phase of the project who will serve as a baseline to draft the next year spending plan.

Instruction to Slide 1:

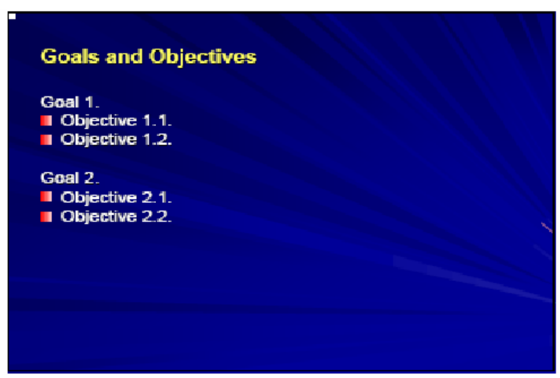
Briefly describe the project title and project manager's name

Instruction to Slide 2:

Briefly describe the reasons for establishing the project and how it was initiated, including any relevant background information, such as reference to an approved Project Proposal.

Instruction to Slide 3:

Provide a description of how the project is beneficial to FIS in terms of what is the value of the end-product?



Instruction to Slide 4:

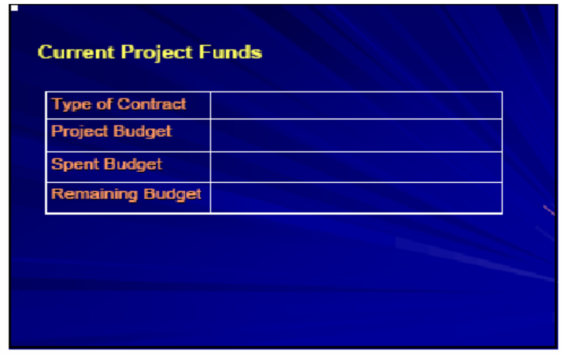
The description should be able to answer the questions: what is the goal of the project, what is it expected to deliver?

This should include a high level description of the objective(s) of the project.

Instruction to Slide 5:

The risks would include any potential issues or concerns that may impact or have a negative effect upon any of the elements listed.

These risks should be managed and reported during the year. (As a reference, use the Risk Matrix to record and track all project risks.)



Instruction to Slide 6:

Answer these questions:

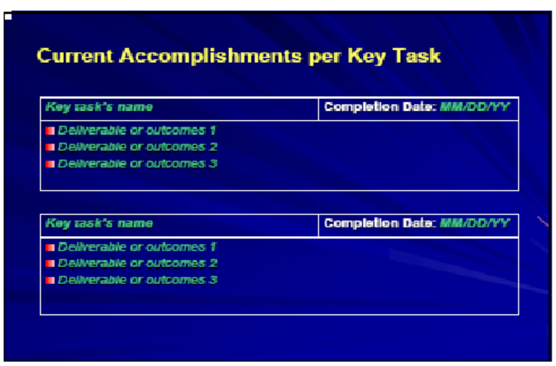
1. Type of Contract: Are the funds for this project allocated in one of the following types of contracts:

- *Time and Materials*
- *Fixed Price*
- *Grant*
- *Other (please describe the contract type)*

2. Project Budget: What is the total amount for this project?

3. Spent Budget: How much money has been spent?

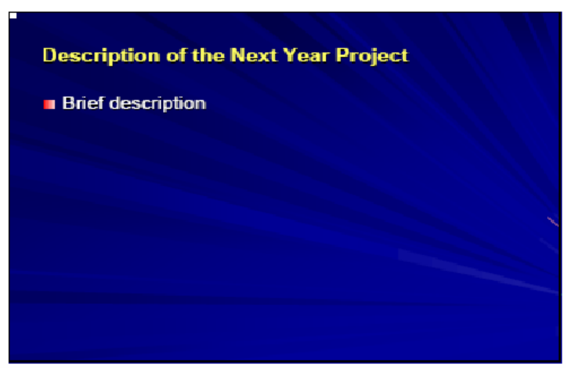
4. Remaining Budget: How much of the funds remain? (As a reference, use the Budget Status Report)



Instruction to Slide 7:

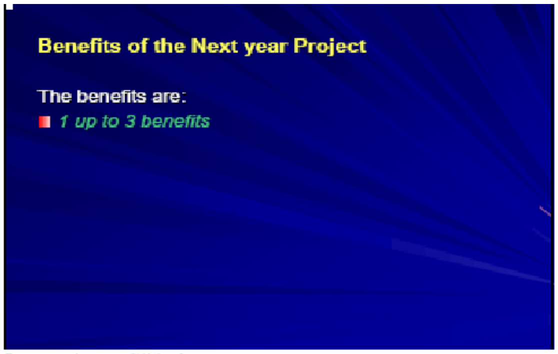
Provide a list of output or deliverables for each key task for this project.

(As a reference, use the Work Breakdown Structure, Project Schedule and Project Deliverables.)



Instruction to Slide 8:

Briefly describe the reasons for establishing the project and how it was initiated, including any relevant background information, such as reference to an approved Project Proposal.



Instruction to Slide 9:

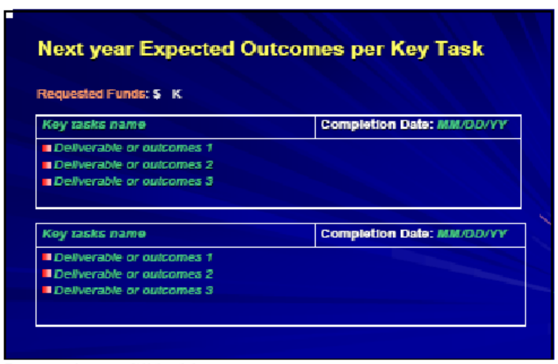
Define the benefits for either of the following:

1. *Why should the project continue for an additional year? What is the value of the end-product(s) in continuing the project?*
2. *What are the proposed new projects – describe why the new project is beneficial to FIS.*

Instruction to Slide 10:

Describe the goals of the project.

This should include a high level description of the objective(s) of the project.



Instruction to Slide 11:

What is the list of output(s)t or deliverables per key task for this project?

As a reference, use the Work Breakdown Structure, Project Schedule and Project Deliverables.